

## **FREQUENTLY ASKED QUESTIONS**

### **1. Why is this study being conducted?**

Answer: The last comprehensive study of the Department's classification and compensation system was conducted in 1985. Many changes in the labor market and within the Department have occurred since then. The Department's experience has shown that it is increasingly more difficult to recruit and retain a qualified work force over that period of time. The Department feels it is time to examine both the internal equity and external competitiveness of our classification and compensation programs.

### **2. Why did we hire an outside consultant?**

Answer: The Department wants an objective viewpoint from a company with extensive experience in public sector classification and compensation systems design and maintenance. The Segal Company has that experience.

### **3. Why is this study limited to only the jobs that are exempt from the Alabama Merit System?**

Answer: The merit system jobs are under the authority of the Alabama Department of Personnel and part of a much larger State merit system. The State Department of Personnel constantly monitors the classification and compensation aspects of those jobs, including both internal and external relationships. Our exempt jobs are not under the authority of the Department of Personnel and we want to ensure that they receive the same close attention.

### **4. Will I have any chance to participate in the study in any meaningful way?**

Answer: Yes. Every exempt employee will be asked to complete a Job Analysis Questionnaire (JAQ). Completing the JAQ will allow all employees to describe their jobs in their own words. In addition, some employees will be asked to participate in interviews where additional information about compensable factors and relationships between jobs will be addressed. While it will not be possible to interview all employees due to time and financial limitations, the consultant will work with the Department to ensure that CRC's and group interviews are representative of the entire workforce.

In addition to designating study coordinators within each facility who can answer many of your questions, the Department is also working with the consultant to create an informative website and an e-mail address where questions can also be referred.

## **5. What is a JAQ?**

Answer: The Job Analysis Questionnaire (JAQ) is a tool that will be used by Segal to collect current information about your position. Every exempt employee will have the opportunity to complete the Job Analysis Questionnaire. The questionnaires have been designed for ease of use through a series of multiple choice answers that generally require only a check mark to indicate a response.

## **6. Can I complete the JAQ during working hours?**

Answer: You may complete the JAQ during working hours, keeping in mind your current work load and time commitments to our clients/patients.

## **7. Why does my supervisor have to review my JAQ?**

Answer: Supervisors will review each JAQ to contribute their perspective on the job compared to other jobs. Segal's experience with this process has shown that supervisory reviews often catch omissions of valuable information that would be useful in the analysis.

## **8. Will supervisors be able to change any information on my JAQ?**

Answer: No, your responses will not be changed. There are places on the questionnaire where supervisors can clarify information and add comments. Your supervisor is encouraged to discuss his/her comments with you prior to sending the completed JAQ to Human Resources.

## **9. What will happen to the completed JAQ form once my supervisor's review is done?**

Answer: The completed JAQ will be sent to Human Resources where it will be tallied against a list of exempt employees to ensure that everyone has completed a JAQ. The Bureau of Human Resources will send the completed JAQs to Segal where they will be analyzed. You are encouraged to make a photocopy of your completed JAQ before you send it to your supervisor for review.

## **10. Will the information on my JAQ be used to evaluate my performance?**

Answer: No. The JAQ is not a performance appraisal. It is meant to collect information to help compare the content and requirements of your job to other jobs within the Department and in the labor market. Individual performance **is not** a factor in defining job content.

**11. Who will be interviewed during this study?**

Unfortunately, Segal cannot interview every employee. Some employees will be selected for interviews, either individually or in groups. Interviews will be conducted for the purpose of clarifying information from the JAQs or for collecting information that was not covered by the JAQs. All Facility Managers will be interviewed.

**12. I see this study involves a market survey. How is that going to be done?**

Answer: One part of the study will involve comparing the Department's various pay ranges for exempt jobs with the pay ranges of other employers in the labor market. The type of employers that will be included in the survey are other public sector agencies who provide health-related services at the Federal, state and local level, as well as other hospitals and health-care providers in areas where the Department must compete for resources.

**13. When will this study be completed?**

Segal began work in late April, 2007. All phases of the study should be completed by late October or early November, 2007.

**14. What could be the outcome of this study? Could there be an increase or decrease to my current pay?**

Answer: The objective of this study is to ensure consistency and equity throughout the pay and classification system. Because jobs change over time with duties and responsibilities varying from those described in original classification determinations, it is possible that the study may show that some jobs are currently graded higher or lower than they might be if they were evaluated against jobs with comparable duties and responsibilities in the Department or elsewhere within the labor market. However, an employee's current rate of pay will not be reduced as the result of this study. Any recommendations made as part of this study will be made prospectively, meaning any impact to pay and/or classification may be come effective at a future date, or may be phased in gradually without reducing current pay.

**15. Will employees be informed of the results of this study?**

Answer: Segal will present their recommendations to the Department. Employees will receive information regarding the results of the study, however it has not been decided either what the timing, or what the format will be. You will have the opportunity to receive periodic updates of the study progress on the Department's study website at [www.mh.alabama.gov](http://www.mh.alabama.gov)

**16. I still have questions about this study. How can I get answers?**

Answer: If your question has not been answered during the study orientation sessions, from the JAQ instructions, or from the website or e-mail address, you should contact your Facility Personnel Officer. If your Personnel Officer cannot answer the question, you should refer it to Mrs. Marilyn Benson, Asst. Director of Human Resources in the Central Office at [334-242-3112] or [wageandclass@mh.alabama.gov].